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AGENCY FOR
INTERNATIONAL
DEVELOPMENT

ANNUAL BUDGET SUBMISSION
FY 1980

DEVELOPMENT SUPPORT BUREAU

OFFICE OF INTERNATIONAL TRAINING

DEPARTMENT
OF
STATE

MAY 1978

FY 1980

ANNUAL BUDGET SUBMISSION

DSB

OFFICE OF INTERNATIONAL TRAINING

FY 1980 ABS for DS/IT

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OFFICE OF INTERNATIONAL TRAINING

FY 1980 BUDGET SUBMISSION

I. Narrative

A. Long Range Goal

The long-range goal of the Office of International Training is to integrate participant training more fully with the Agency's overall priorities in accordance with the "New Directions" thrust, on the premise that all development activity is dependent for its sustained success upon trained indigenous personnel.

The first clear priority is to serve the needs of the AID Missions and the Geographic Bureaus in support of the training elements of LDC programs and projects. The major efforts will be aimed at providing: (1) training policy direction and management of participant training programs through a wider range of available resources, public and private; (2) increased professional support of AID Missions; (3) continued quality control and cost-consciousness in directing the training program implementation activities of RSSAs and private contracting agencies; and (4) essential management and statistical data for Congressional and Executive Branch requirements on all AID-sponsored training.

B. Major Objectives

The major objectives of DS/IT are:

1. To expand its field support capacity.

2. To strengthen In-country and Third Country Training.

3. To shift from major staff involvement in individual participant programming and placement to a predominantly contract and RSSA management role.

4. To develop new and innovative approaches to enhance participant training experiences in the United States.

5. To provide policy and procedural guidance to reduce the considerable variation of training practices and procedures throughout AID resulting from fragmented management.

Expanded field support capacity will be a prime objective and will take several forms. Each geographic region and Bureau could be supported closely by DS/IT through the full-time services of one Senior Regional Training Coordinator per region, involved in the design, review and evaluation of field training plans and projects, working on a close daily basis with the Geographic Bureau concerned. Additionally, to the same

end, DS/IT will work with affected Bureaus seeking to establish three or four urgently needed USAID positions for full-time U.S. Development Training Officers. There are only three Missions which have such an officer today (Cairo, Damascus, Jakarta). In addition, DS/IT will work with the Bureaus concerned to foster development of a new position of Regional Training Officer in such critical areas as East, West and Southern Africa, and the Caribbean.

Through such strengthened capabilities as suggested above, much greater emphasis will be placed on In-Country and Third Country Training opportunities, the greater use of which would offer many technical, cultural, and cost benefits to the Agency. We propose a shift in degree, not a radical revision. Substantial U.S. training is foreseen for many years to come, surely to the end of the century if not beyond. But building the capacity to manage the bulk of their own training is surely a reasonable aspiration for most LDCs. Within our resources, DS/IT would make available personnel for TDYs which will help Missions and LDCs achieve this objective. Our own staff will need replenishment over the years. IDIs should be assigned to DS/IT, and other officers rotated as Development Training Officers to enlarge the now shrunken pool of professional training personnel. Not much time is left before most of the remaining experienced training personnel will have retired or transferred.

By FY-1980, the shift from major staff involvement in individual participant program implementation to a contract-management role will have been substantially accomplished. With appropriate personnel shifts and/or retraining as necessary, the Office will be able to provide more effective support to Mission and Bureau training needs. These include: a closer link to Missions and Bureaus in shaping and assessing training elements in priority projects; identification of new and suitable training resources and facilities; greater attention to the management and practical training needs of participants; improved information system and quality control; more pertinent evaluation and follow-up of participants; staff career development; closer coordination with BIFAD/Title XII and other Agency elements; management of the RSSAs with participating federal agencies.

C. Relationship to Agency Policies, Objectives and AID Bureaus/Offices

Since its inception the participant training program has been an integral component of Agency policies and programs. The training of participants may well be the most sustained and enduring element of United States assistance. It is essential to the building of LDC technical skills and to their attaining the capability to manage their own development efforts. U.S. training has long range benefits for U.S. exports as well as improved cross-cultural understanding between nations.

Joining with the professional sector offices in the new DSB provides the mutual opportunity to reinforce the various DSB programs. Hitherto, IT has collaborated with DSB elements on an ad hoc basis as needs arose. A

close relationship has long existed with DS/POP and some other Bureau elements; and these should be considerably strengthened, and, by FY 1980, more closely aligned. In the first instance, the Human Resources Cluster in DSB would form the most natural and logical grouping for the closest degree of coordination. DS/IT aims to develop the ability and kind of personnel to provide policy and conceptual leadership within the Agency on training issues and be less operational/administrative.

D. Alternatives

Present restrictive funding arrangements do not permit adequate training emphasis. To accomplish the objectives set forth above, such as intensified field support and reshifting of staff to more substantive responsibilities, will require both (a) additional central funding and (b) a modest adjustment of the directed staff reduction foreseen for FY 1979.

1. Funding

Missions and cooperating countries are increasingly complaining about the ever higher costs of training programs, especially in the U.S. In order to complete the shift to a much greater dependence on contracting and RSSA arrangements, additional costs will be required whose burden, under current Agency policy, would fall on user Missions. Greater use can be made of the contracting-out mode and Mission resistance avoided, if the Agency moved to fund centrally such administrative-type costs as contract overhead, RSSA fees, and necessary DS/IT charges (insurance, orientation, etc.,) leaving the USAIDs to finance only the tuition, participant maintenance and similar direct training costs.

In the absence of such a change, Missions are looking increasingly for less costly means to accomplish training programs; cost consideration are fast over-shadowing quality requirements.

Central funding will also be needed to support experiments with innovative practical training institutes, to support more useful evaluation and follow up activities, to produce greatly needed resources guides and directories now sadly obsolete, and to provide for a more financially sound accounting system than the Master Disbursing Account.

2. Staff

Due to a myriad of operational and policy issues, the transfer of cases to RSSAs and Contractors has moved forward but at a slower pace than anticipated earlier in the year. A slower phasing in staff reduction would cushion against severe disruptions in existing participant training programs. A number of supporting and complementary activities are also placed in

jeopardy. Until the process is wholly implemented and the new mode of operations tested, a staffing level of 49 full time permanent positions is planned for FY 1979 and a total of 51 for FY 1980.

E. Accomplishments

Training programs of most participants continue to meet their essential requirements in a satisfactory manner, although many improvements could be made if current staff case loads could be reduced.

One demonstration project, "Training of Trainers in Management" has been strikingly successful in reaching a broad base of participants overseas in FY 1977 and FY 1978, tailoring management methods and skills to specific LDC needs, and succeeding in the encouragement of several host countries to fund the program in part and to request additional courses.

With only two of the proposed regional coordinators on board, DS/IT has already begun to render services to field Missions and Regional Bureaus on a limited basis. Regional Training Conferences have been conducted successfully in Africa, Central America, and Asia, and plans are pending to conduct one in the Near East in the fall of 1978. Requests from the field for TDY support in preparing Development Training project proposals or in organizing Mission training offices have been met in some cases, but by no means all. A DS/IT regional coordinator has just returned from assignment to Afghanistan and a Senior DS/IT Officer recently responded to a TDY request from Guyana. Full-time U.S. Development Training Officers serve now in only three USAIDs (Cairo, Damascus, Jakarta) with other Missions served only by local national staffs.

The shift to the contracting mode has made some headway. Greater utilization of the U.S. Department of Agriculture and other federal agencies has begun. The first programming relationship with a university consortium, the South-East Consortium for International Development (SECID), has been launched and an intial six-months review will be held in May 1978. About 200 academic participants will be programmed and placed by this Consortium by the end of FY 1978.

F. Alternative Funding and Personnel Levels

Inasmuch as the majority of DS/IT staff performs direct participant training programming services or provides necessary support services, their relationship to the modest centrally funded budget portrayed herein is not a direct one, except for those few project managers so involved.

Any further reduction in staff would limit the ability of DS/IT to accept all the PIO/P requests received for training. Quality can not continue to be sacrificed further and quantity must be reduced sharply. Complementary

program activities are being scrutinized very carefully; and certain essential relations with the university community, orientation programs, home hospitality arrangements, and others remain basic ingredients in the total participant program. Even with fewer staff managers, and with everyone stretching his/her "beat", further reductions would not be feasible without eliminating essential training features. Each one will be screened sharply against a standard of necessity.

Under current funding levels it will not be possible to negotiate the needed contracts which will make possible the transfer of the mode of operations, nor could it be possible to do any significant evaluation or follow up work overseas, nor would new models of innovative training be developed.

On the other hand, at the proposed FY 1980 level, the following important steps can be taken:

1. The new contracting-out mechanisms can be put into operation and tested, providing quality programs and allowing DS/IT staff re-direction, and greater support to Missions.

2. The placing of RSSAs and contracting-out management charges under central funding would free Mission financing to an important degree and permit a greater flow of participants. It would also remove the greatest single misunderstanding and irritant between the field and AID/W on training matters. (Apparent high cost).

3. Reorganized staffing would permit greater involvement in training design, approval, and review processes and make possible support and backstopping of such new features as practical Training Institutes. Greater staff time could be given to such matters as Third Country Training, Women in Development and closer contacts with training institutions.

4. The existing demonstration Training of Trainers in Management project can be carried through to a successful completion, with greater impact and greater multiplying effect in each region.

TRANSACTION CODE: BUREAU CODE:

TABLE V - PROPOSED PROGRAM RANKING

DECISION UNIT: OIT

NAME OF DECISION PACKAGE SET: DS/IT CONSOLIDATED

RANK	DECISION PACKAGES/PROGRAM ACTIVITY/SUPPORT ITEM DESCRIPTION	APPROP ACCT	RESOURCE REQUIREMENTS: PERSONNEL INTENSITY	WORKYEARS (XX.X) OPERATING EXPENSES AID	TDY	FUNDED FROM PROGRAM ACCOUNT	PROGRAM FUNDING ($000) INCREMENT	CUMULATIVE
					Days			
	DS/IT (CENTRALLY FUNDED PROJECTS - FY 1980)							
	Decision Package - Minimum							
1.	0070 UN Fellows Training Services from Other Federal Agencies	SD	Low	.35	5	--	1,700	1,700
2.	0055 Training of Trainers in Management	EH	Med	.50	10	--	250	1,950
3.	0071 Training and Evaluation Support Services	EH	Med	3.2	21	--	765	2,715
4.	New-FY79 Participant Training Services	EH	Med	9.25	60	--	4,350	7,065
5.	New-FY79 Development Training Approaches	EH	Med	2.0	21	--	350	7,415
	Intensity Summary--Low-1; Med-4 Summary dollar amounts						(7,415)	
	Decision Package - Proposed							
6.	0070 UN Fellows Training Services from Other Federal Agencies	SD	Low	.35	45	--	450	7,800
7.	New-FY79 Participant Training Services	EH	Med	9.25	62	--	577	8,422
8.	New-FY79 Development Training Approaches	EH	Med	3.0		--	850	9,292
	Intensity Summary--Low-1; Med-3 Summary dollar amounts						(1,942)	(9,292)

AID 1000-P (6-77)

OFFICE: DS/IT

Attachment B-6

SUMMARY FY 1978 WORKFORCE ALLOCATION TABLE

(In Person-Months)

DIVISION	($000) FY 78 OYB	Field Support	Technical Representation	Administrative	Clerical Support	Program Management	Total
Office of the Director	-	52	6	20	36	6	120
Program Operations	-	183	33	-	12	-	228
Project Support	5,814	2	1	-	12	141	156
Support Services	1,032	14	37	53	36	52	192
Total	6,846	247	71	89	96	193	696

OFFICE: DS/IT

Attachment B-4

SUMMARY FY 1979 WORKFORCE ALLOCATION TABLE

(In Person-Months)

DIVISION	FY 79 CP ($000)	Field Support	Technical Representation	Administrative	Clerical Support	Program Management	Total
Office of the Director	-	52	6	20	36	6	120
Program Operations	-	111	21	-	12	-	144
Project Support	6,775	14	1	-	24	141	180
Support Services	1,075	14	25	30	36	39	144
Total	7,850	187	47	66	108	180	588

OFFICE: DS/IT

Attachment B-2

SUMMARY FY 1980 WORKFORCE ALLOCATION TABLE
(In Person-Months)

Division	Total Staff	($000) Increment	($000) Proj. Aggr.	Field Support	Technical Representation	Administration	Clerical Support	Program Management	Total
BASE									
Office of the Director	10	0	0	52	6	20	36	6	120
Program Operations	12	0	0	111	21	-	12	-	144
Project Support	15	0	0	14	1	-	24	141	180
Support Services	12	0	0	14	25	30	36	39	144
Base Total	49	0	0	187	47	66	108	180	588
MINIMUM									
Office of the Director	10	0	0	52	6	20	36	6	120
Program Operations	12	0	0	111	21	-	12	-	144
Project Support	16	6,340	6,340	17	4	-	24	147	180
Support Services	12	1,115	1,115	14	25	30	36	39	144
Minimum Total	50	7,455	7,455	190	50	66	108	186	600
CURRENT									
Office of the Director	10	0	0	52	6	17	36	9	120
Program Operations	12	0	0	111	21	-	12	-	144
Project Support	16	0	6,340	17	4	-	24	147	192
Support Services	12	0	1,115	14	25	30	36	39	144
Current Total	50	0	7,455	190	50	66	108	186	600
PROPOSED									
Office of the Director	10	0	0	52	6	17	36	9	120
Program Operations	12	0	0	111	21	-	12	-	144
Project Support	17	1,902	8,177	17	4	-	24	159	204
Support Services	12	40	1,115	14	25	30	36	39	144
Total Proposed	51	1,942	9,292	190	50	66	108	198	612

Long-Range Funding and Staffing Requirements
Through FY 1984 - Centrally Funded Projects 1/

	FY 1980	FY 1981	FY 1982	FY 1983	FY 1984
Funding (000s)	$9,292	$10,221	$11,243	$12,929	$14,868
Staffing	51 (FTEPP)	51 (FTEPP)	55 (FTEPP)	57 (FTEPP)	58 (FTEPP)

1/ We anticipate that during this time-span one project listed in FY 1980 will be completed and at least four new ones will begin. Therefore, we have increased the funding levels to project costs for the other four fiscal years.

OFFICE: DS/IT/OD

Attachment B-5

FY 1978 WORKFORCE ALLOCATION TABLE
(In Person-months)

WORK CATEGORY	Project Title	FY 78 OYB ($000)	SEC.	Clerk Typist	IT/OD Officers	Regional Coordinators	Total
Field Support			-	-	4	48	52
Technical Representation			-	-	6	-	6
Administrative			-	-	20	-	20
Clerical Support			36	-	-	-	36
Program Management			-	-	6	-	6
	PROJECT IDENTIFICATION NOT APPLICABLE						
Total			36	-	36	48	120

OFFICE: DS/IT/OD

FY 1979 WORKFORCE ALLOCATION TABLE

(In Person-Months)

WORK CATEGORY	Project Title	FY 79 CP ($000)	Sec.	Clerk Typist	IT/OD Officers	Regional Coordinators	Total
Field Support			-	-	4	48	52
Technical Representation			-	-	6		6
Administrative			-	-	20		20
Clerical Support			36	-			36
Program Management			-	-	6		6
	Project Identification Not Applicable						
Total			36	-	36	48	120

OFFICE: DS/IT/OD

Attachment B-1

1980

WORKFORCE ALLOCATION BY ZBB FUNDING LEVEL

(In Person-Months)

BASE, MINIMUM, CURRENT, AND PROPOSED

Work Categories	Project Title	$(000) Increment	$(000) Project Aggr.	Sec.	Clerk Typist	IT/OD Officers	Regional Coordinators	Total
Field Support	N.A.	N.A.	N.A.	-	-	4	48	52
Technical Representation	"	"	"	-	-	6	-	6
Administrative	"	"	"	-	-	20	-	20
Clerical Support	"	"	"	36	-	-	-	36
Program Management	"	"	"			6	-	6
Total Base, Minimum, Current, and Proposed				36		36	48	120

PROGRAM OPERATIONS DIVISION

A. Long Range Goal

The long-range goal of the Program Operations Division is to provide the highest quality relevant training in the shortest possible time and with the least cost for A.I.D. participants whose training will be arranged directly by the Office of International Training (DS/IT).

B. Major Objectives

By FY 1980, the shift from a major staff involvement in individual participant programs to a contract management role will have been substantially accomplished. Nevertheless, it is intended that the Program Operations Division retain direct training programming responsibility for approximately 500 participants arriving each year. Because many of these will be USAID priority or top-level participants which involve a high degree of experience and skill in devising more sophisticated or custom-tailored training plans, there remains a need for several qualified Development Training Specialists and skilled Program Operations Assistants.

Every effort will be made to maintain an effective quality caseload system which will permit the program specialists to ensure high-quality training, including appropriate attention to supplementary practical experiences, mid-winter seminars, workshops, etc.

C. Relationships

The Program Operations Division will work closely with other DS offices, their technical specialists and geographic bureau officers in fulfilling Mission training objectives. The Division Chief and senior staff participate in the new DS/IT Senior Review Committee which decides on the most appropriate mode for implementing training and, with the help of the DS/IT Regional Coordinators, will raise training issues and problems for intra-agency consideration.

D. Alternatives

Pending the successful testing of the new contractual mode of operations, the division has had difficulty in maintaining the desired training quality and meticulous management of the myriad of administrative activities that make or break a participant training program. Following successful accomplishment of the new mode prior to FY 1980, the division can reassign its personnel on a much leaner, higher quality basis to accomplish its goal and objectives.

E. Accomplishments

The division has begun to reduce staff by attrition, but has so far managed to continue the basic elements of the training program unchanged, albeit with admitted strain due to unduly-high case loads. Some small relief has been provided by increased use of RSSAs and the first new academic consortium contract, SECID, which is expected to achieve a 200 participant case load by the end of FY 1978. These steps in themselves have not provided major relief nor yet made possible the projected staff reduction.

F. Alternative Funding and Personnel Levels

The Program Operations Division will be involved only tangentially in the centrally-funded projects and is not therefore directly reflected in the budget. Therefore no minimum, current or proposed levels are shown. However, it provides a significant element of training program and policy direction and coordination within AID/W and essential field support to the Missions. The division represents a quarter-century of successful activity in developing and arranging participant training programs. To reduce this unit below a staffing level needed to handle effectively its participant case load would critically hamper achievement of Agency training objectives.

Attachment B-5

OFFICE: DS/IT/PO

FY 1978 WORKFORCE ALLOCATION TABLE

(In Person-Months)

WORK CATEGORY	Project Title	FY 78 OYB ($000)	Sec.	Clerk Typist	Div. Chief PO	STAFF PO Branch #1	PO Branch #2	Total
Field Support			-	-	11	86	86	183
Technical Representation			-	-	1	22	10	33
Administrative			-	-	-	-	-	-
Clerical Support			12	-	-	-	-	12
Program Management			-	-	-	-	-	-
	Project Identification Not Applicable							
Total			12	-	12	108	96	228

OFFICE: DS/IT/PO

Attachment B-3

FY 1979 WORKFORCE ALLOCATION TABLE

(In Person-Months)

WORK CATEGORY	Project Title	FY 79 CP ($000)	STAFF Sec.	Clerk Typist	Div. Chief PO	PO Branch #1	PO Branch #2	Total 1/
Field Support			-	-	11	50	50	111
Technical Representation			-	-	1	10	10	21
Administrative			-	-	-	-	-	-
Clerical Support			12	-	-	-	-	12
Program Management			-	-	-	-	-	-
	Project Identification Not Applicable							
Total			12	-	12	60	60	144

1/ The total workforce allocation for this division will be reduced by seven (from the FY 1978 total) FTEPPs beginning in FY 1979.

OFFICE: DS/IT/PO

Attachment B-1

1980

WORKFORCE ALLOCATION BY ZBB FUNDING LEVEL

(In Person-Months)

BASE, MINIMUM, CURRENT AND PROPOSED

Work Categories	Project Title	$(000) Increment	$(000) Project Aggr.	Sec.	Clerk Typist	Div. Chief PO	Branch #1	Branch #2	Total
Field Support	N.A.	N.A.	N.A.	-	-	11	50	50	111
Technical Representation	"	"	"	-	-	1	10	10	21
Administrative	"	"	"	-	-	-	-	-	-
Clerical Support	"	"	"	12	-	-	-	-	12
Program Management	"	"	"	-	-	-	-	-	-
Total Base, Minimum, Current and Proposed				12		12	60	60	144

PROJECT SUPPORT DIVISION

A. Long Range Goal

The long-range goal of the Project Support Division is to manage the various private sector participant training services contracts and RSSAs with participating Federal agencies in such a manner that these entities arrange for the highest quality training to be provided to A.I.D. participants at a reasonable cost.

B. Major Objectives

The primary objective will be to provide training policy direction and management of participant training programs planned and implemented by Federal agencies and other contractors, assumed to be in place and operational prior to FY 1980.

Project management will be provided to ensure quality programming, cost-consciousness, and a high sense of the development effort served through these training support activities.

The division will also develop and manage newer and innovative training approaches, such as development of special training institutes as spelled out in the Development Training Approaches Project narrative. It will also manage on-going training projects in the U.S. and overseas, such as the Training of Trainers in Management project.

The emergence and gradual shaping and growth of this new division are central to the entire DS/IT thrust. With a few continuing elements, it represents the main response to the reduced staff problem by switching to a contract management role while the traditional individual participant programming role is concomitantly reduced.

C. Relationships

This division's relationship to DSB technical offices, Regional Bureau programs, and Agency policies will be almost the same as that of the Program Operations Division, in that it serves the same office objective and ultimate Agency purpose--a quality participant training program. The division will also participate in the DS/IT Senior Review Committee for decisions on the best mode for training and will also avail itself of the services of the Regional Coordinators for liaison with the Regional Bureaus.

D. Alternatives

One alternative to the Project Support approach would be to retain staff at a higher level and continue the traditional training mode. The new approach assumes that the decision to decrease staff and switch modes of operation will not be reversed by FY 1980.

E. Accomplishments

A preliminary working group has been formed--five persons having been detailed to serve as the nucleus of the future division. These individuals are working on the procedures to be followed hereafter in dealing with the RSSAs and, in fact, are assuming the project manager role vis-a-vis these agencies. Other contracts (and related staff) are to be placed within this unit at the appropriate time to form the new division. The responsibility for these other elements is now lodged in the existing Planning Staff, which will not be carried forward after the new mode is fully in place.

F. Alternative Funding and Personnel Levels

1. If we did nothing, there would be little scope or rationale for the new division and the old traditional mode would continue provided staff were retained. Since this is not the case, the new approach is the most practical response.

2. On "current" levels, the new division would be necessary to continue the RSSA and contract activity already launched by FY 1980, with nothing added.

3. At the proposed FY 1980 level, a beginning can be made with newer training approaches, such as the suggested training institutes, described in the "Development Training Approaches" project.

In all cases, some reassignments and some retraining of personnel for the new project management role are absolutely necessary, along with the imperative infusion of newer officers, including IDIs in a few cases.

TRANSACTION CODE: BUREAU CODE:

TABLE V - PROPOSED PROGRAM RANKING

DECISION UNIT: OIT

NAME OF DECISION PACKAGE SET: DS/IT/PS

RANK	DECISION PACKAGES/PROGRAM ACTIVITY/SUPPORT ITEM DESCRIPTION	APPROP ACCT	RESOURCE REQUIREMENTS: PERSONNEL INTENSITY	ACTIVITY (X.X) OPERATING EXPENSES ATD	TSY	FUNDS FROM PROGRAM ACCOUNT	PROGRAM FUNDING ($000) INCREMENTAL	CUMULATIVE
					Days			
	DS/IT/PS (CENTRALLY FUNDED PROJECTS - FY 1980)							
	Division Package - Minimum							
1.	0070 UN Fellows Training Services from Other Federal Agencies	SD	Low	.35	5		1,700	1,700
2.	0055 Training of Trainers in Management	EH	Med	.50	40		250	1,950
3.	0071 Training of Evaluation and Support Services (Activities - Collaboration with Training and Public Leaders and Post-Training Follow-Up)	EH	Med	1.25	10		115	2,065
4.	New-FY79 Participant Training Services (Activities - RSSAs and Private Sector Contracts)	EH	Med	8.2	50		3,925	5,990
5.	New-FY79 Development Training Approaches (Activities - Formulating Training Models and Practical Field Training for Academic and Long-term Non-Academic Participants)	EH	Med	2.0	21		350	6,340
	Intensity Summary--Low 1; Med-4 Summary dollar amounts						(6,340)	
	Division Package - Proposed							
6.	New-FY79 Participant Training Services (Activities - Private Sector Contracts, RSSAs, and UN Fellows)	EH	Med	--	10	1.05	987	7,327
7.	New-FY79 Development Training Approaches (Activities - Formulating Training Models, Practical and Field Training for Academic and Long-term Non-Academic Participants and Short-term Practical Training Programs)	EH	Med	1.05			850	8,177
	Intensity Summary--Med-2 Summary dollar amounts						(1,837)	(8,177)

OFFICE: DS/IT/PS

Attachment B-5

FY 1978 WORKFORCE ALLOCATION TABLE

(In Person-Months)

WORK CATEGORY	Project Title	FY 78 OYB ($000)	Sec.	Clerk Typist	Div. Chief PS	STAFF PS Branch #1	PS Branch #2	Total
Field Support			-	-	2	-	-	2
Technical Representation			-	-	1	-	-	1
Administrative			-	-	-	-	-	-
Clerical Support			12	-	-	-	-	12
Program Management			-	-	9	72	60	141
	South-East Consortium (SECID)	240			(1)	(12)	-	(13)
	Training of Trainers in Management	500					(12)	(12)
	Participant Training Services 1/	1,220			(3)	(24)	(24)	(51)
	United Nations Fellows	1,700			(1)	(3)		(4)
	RSSAs (21)	2,100			(1)	(33)	(24)	(58)
	Collaboration with Training and Public Leaders 2/	50			(3)			(3)
Total		5,814	12		12	72	60	156

1/ This activity consists of three new contracts to handle the in-house workload of dealing with participants with a reduced staffing level.

2/ This activity is part of the Training Evaluation and Support Services Project.

OFFICE: DS/IT/PS

Attachment 3-3

FY 1979 WORKFORCE ALLOCATION TABLE

(In Person-Months)

WORK CATEGORY	Project Title	FY 79 CP ($000)	Sec.	Clerk Typist	Div. Chief PS	PS Branch #1	PS Branch #2	Total
Field Support			-	-	2	6	6	14
Technical Representation			-	-	1	-	-	1
Administrative			-	-	-	-	-	-
Clerical Support			12	12	-	-	-	24
Program Management			-	-	9	72 2/	60 2/	141
	Training of Trainers in Management	750 3/					(12)	(12)
	Participant Training Services 4/							
	Private Sector Contracts	1,690			(4)	(24)	(24)	(52)
	RSSAs (21)	2,235			(1)	(21)	(24)	(46)
	United Nations Fellows	1,700			(1)	(3)		(4)
	Collaboration with Training and Public Leaders	50			(3)			(3)
	Development Training Approaches							
	Formulating Training Models	100				(12)		(12)
	Practical and Field Training for Academic and Long-term Non-Academic Participants	250				(12)		(12)
Total		6,775	12	12	12	78	66	180

2/ This represents a realignment of DS/IT staff to the Project Support Division of two FTEPPs--2 project managers--to handle 2 new projects; Formulating Training Models and Practical and Field Training for Academic and Long-term Non-Academic Participants.

3/ $200,000 was allocated for this project in the FY 79 CP. However, due to the extreme success of this project, it is being increased by $550,000 for FY 79 and will run the full fiscal year. A small amount of funding will also be provided in FY 80 at which time this project will end.

4/ This project consists of RSSAs and SECID as activities beginning in FY 1979.

FY 1980

WORKFORCE ALLOCATION BY ZBB FUNDING LEVEL
(In Person-Months)

BASE Work Categories	Project Title	$(000) Increment	$(000) Project Aggr.	Sec.	Clerk Typist	Div. Chief PS	Branch #1	Branch #2	Total
Field Support	N.A.	N.A.	N.A.	-	-	2	6	6	14
Technical Representation	"	"	"	-	-	1	-	-	1
Administrative	"	"	"	-	-	-	-	-	-
Clerical Support	"	"	"	12	12	-	-	-	24
Program Management	"	"	"	-	-	9	72	60	141
Subtotal Base				12	12	12	78	66	180
Field Support	N.A.	N.A.	N.A.	-	-	2	6	9	17
Technical Representation	"	"	"	-	-	1	-	3	4
Administrative	"	"	"	-	-	-	-	-	-
Clerical Support	"	"	"	12	12	-	-	-	24
Program Management	"	"	"	-	-	9	72	66	147
Training of Trainers 2/ in Management		250	250					(6)	(6)
Participant Training Services									
Private Sector Contracts		1,690	1,690			(4)	(24)	(24)	(52)
RSSAs (21)		2,235	2,235			(1)	(21)	(24)	(46)
United Nations Fellows		1,700	1,700			(1)	(3)		(4)
Collaboration with Training and Public Leaders 1/		50	50			(3)			(3)
Development Training Approaches									
Formulating Training Models		100	100				(12)		(12)
Practical and Field Training for Academic and Long-term Non-Academic Participants		250	250				(12)		(12)
Training Evaluation and Support Services									
Post-training Follow-up		65	65					(12)	(12)
Subtotal Minimum		6,340	6,340	12	12	12	78	78	192

1. This activity is part of the Training Evaluation and Support Services Project.
2/ Original FY 79 CP is being revised to total $750,000.

Field Support	N.A.	N.A.	N.A.	-	-	2	6	9	17
Technical Representation	"	"	"	-	-	1	-	3	4
Administrative	"	"	"	-	-	-	-	-	-
Clerical Support	"	"	"	12	12	-	-	-	24
Program Management	"	"	"	-	-	9	72	66	147
Training of Trainers in Management		0	250					(6)	(6)
Participant Training Services									
Private Sector Contracts		0	1,690			(4)	(24)	(24)	(52)
RSSAs (21)		0	2,235			(1)	(21)	(24)	(46)
United Nations Fellows		0	1,700			(1)	(3)		(4)
Collaboration with Training and Public Leaders		0	50			(3)			(3)
Development Training Approaches									
Formulating Training Models		0	100				(12)		(12)
Practical and Field Training for Academic and Long-term Non-Academic Participants		0	250				(12)		(12)
Training Evaluation and Support Service									
Post-Training Follow-Up		0	65					(12)	(12)
Subtotal Current			6,340	12	12	12	78	78	192
Field Support	N.A.	N.A.	N.A.	-	-	2	6	9	17
Technical Representation	"	"	"	-	-	1	-	3	4
Administrative	"	"	"	-	-	-	-	-	-
Clerical Support	"	"	"	12	12	-	-	-	24
Program Management	"	"	"	-	-	9	84	66	159
Training of Trainers in Management		0	250					(6)	(6)
Participant Training Services									
Private Sector Contracts		180	1,870			(4)	(24)	(24)	(52)
RSSAs (21)		357	2,592			(1)	(21)	(24)	(46)
United Nations Fellows		450	2,150			(1)	(3)		(4)
Collaboration with Training and Public Leaders		0	50			(3)			(3)
Development Training Approaches									
Formulating Training Models		250	350				(12)		(12)
Practical and Field Training for Academic and Long-term Non-Academic Participants		250	500				(12)		(12)
Short-term Practical Training Programs		350	350				(12)		(12)
Training Evaluation and Support Services									
Post-training Follow-up		0	65					(12)	(12)
Total Proposed		1,837	8,177	12	12	12	90	78	204

PROGRAM: CENTRALLY FUNDED

Project Manager: Elaine C. Soulides

Attachment A

TITLE - Training of Trainers in Management	FUNDS- Educ. & Human Resources Development	Proposed Obligation FY 1980 - 250	Proposed Life of Project Cost - 2,584	Init. Oblig. FY-76	Proposed Est. Final Oblig. FY- 80	Proposed- ~~FY-1980~~ Completion Date
NUMBER- 926-0055 Grant [X] Loan [ ] New [ ] Continuing [X]	PRIOR REFERENCE CP-79A Page 1008	FY 1980 Oblig. Auth. by PP - N/A	Life of Project per App. PP - N/A		Final Obligation per PP - FY-79	Completion Date per PP FY- 1979

Date of Last Intensive Evaluation: June-Aug, 1978 Personnel Intensity: Medium

Purpose: The purpose of this project is to assist the LDCs to meet their critical management capability needs more rapidly by training trainers in management concepts, theory, skills and techniques to design, implement, and evaluate their own development projects more effectively and efficiently. A high multiplier effect is built into the design of the project.

Background & Progress to Date: This project was initiated in FY-1976 to reach the broadest base of participants at a cost-effective ratio and to tailor the program to specific management needs of the participating countries. (Continued - See Attached).

Host Country and Other Donor: All sending countries pay international travel costs. Host Governments are encouraged to contribute facilities as a minimum. USAIDs in SSA countries are required to pay all costs.

FY 1980 Program: Funding is requested (a) for "follow-up" by the contractor in accordance with scope of contract to determine the utilization, and institutionalization of this training; and (b) for final seminar special target of opportunity.

Major Impact Countries & Approximate $ Amount (FY-79)

Francophone Africa (3 programs	450,000
English-speaking Caribbean (1)	100,000
Asia Regional Program (1)	100,000
Latin/Central America (1)	100,000
	750,000

Beneficiaries: Approximately 30,000 middle and lower level managers responsible for projects and programs, particularly those involved in and benefitting the rural areas and dealing with agriculture, health and social welfare, primarily.

Major Outputs: To have most of approximately 500 participants training a minimum of 50 others within 30 months after their training.

A.I.D. Financed Inputs: $250,000 in FY 1980

Technical Office Support (in person months)

FY	DH	IPA	Consult	RSSA	Total
1978	12				12
1979	12				12
1980	6				6

FY 1978 Actual	Proposed Per Approved PP
The project will have exceeded its objective of eight programs by the end of FY 1978, 29 countries' participants trained)	Contract for training 385 participants at eight sites

($ Thousands)

$1,584 thru FY-1978

$2,334 thru FY-1979

	Obligations($000)	Expenditures($000)	Unliquidated($000)	Funding Period	Principal Contractors or Agencies & Contract Number
Through September 30, 1977	1,084	407	677	10/1/76-9/30/77	
Estimated FY 1978	500	1,077	XXXXXXXXXXXXXXXXXXXXXX	10/1/77-9/30/78	Practical Concepts, Inc.
Estimated Through FY 1978	1,584	1,484	100	XXXXXXXXXXXXXXXXXXXX	AID/it-C-2471
Proposed FY 1979	750	600	XXXXXXXXXXXXXXXXXXXXXX	10/1/78-9/30/79	
Estimated Through FY 1979	2,334	2,084	250	XXXXXXXXXXXXXXXXXXX	Interim Project Products Available
Proposed FY 1980	250	Future Yr. Obligation	Estimated Total Cost 2,584	10/1/79-3/31/80	(i.e., reports, newsletters, etc.)

Seminar reports & semi-annual report

Background and Progress to Date: (Continued)

Participants trained through July 15, 1978 will total approximately 450 from 29 countries, covering all geographic regions.

Reports of the "multiplier" results include: courses being given in Guatemala by the Ministry of Agriculture, National Rural Development Plan; in Peru by the National Planning Institute; in Nicaragua by the Farmer Welfare Institute; in Colombia by UNICEF; in the Dominican Republic by the Development Foundation, Save the Children Federation, and a rural agricultural project. Afghanistan has requested a nationwide training program.

Afghanistan's request for a nationwide training program has been submitted. Thailand has requested an input into training of the Governors and staffs of 71 provinces under the newly-enacted decentralization plan. Senegalese participants have completed project designs for a national rural health and welfare program. "The log-frame" has been made a requirement for projects before a city will be entitled to assistance under the City Development Assistance Program of the Philippine Government. Participants in the Francophone West Africa program formed an Inter-African Amicale des Formateurs as a link for common management problems and solutions. Graduates from Cahd and from Togo have already conducted "multiplier" training courses. The officer in charge of Administration of Development projects for USAID/Colombia reported to the Education and Human Resources Development Officer (February 14, 1978) that "several technicians from SENA took the course and returned very impressed with the content of the course and convinced that much of what they learned should be implemented in SENA's programs...So far SENA has given the group that was trained in Medillin the green light to put the new system in use in SENA...It appears that SENA's people will accept this approach to manage all of its projects. If so, the cost of the course to USAID will be more than justified." SENA is the Government of Colombia's National Training Services. In addition to two programs in Bangladesh, and three in Egypt (to be paid for out of SSA funds) requests have come in for programs in: Ethiopia, Panama, Thailand, Guyana, Jamaica and Swaziland, Chad, Togo, Senegal, Mauritania, Zaire. Others are anticipated.

A letter dated April 7, 1978 from the DCM in Malawi attests to the program's success there, quoting in part: "First of all, we were impressed by PCI's excellent organizational work in setting up the seminar and by the enthusiasm of the six PCI staff"..."The Ambassador and I both witnessed several work sessions and found keen understanding of management concepts on the part of the participants and enthusiasm that never seemed to lag throughout the six weeks. All in all, I believe that the seminar has given our AID program in Malawi an auspicious resurgence."

"...I personally hope that another TTM Seminar might be held in Malawi next year."

FIELD SUPPORT

($000)

PROJECT	FY'78 TOTAL COST	FY'78 FIELD SUPPORT (DOLLARS)	FY'78 FLD. SUP. PERS. MOS.	FY'79 TOTAL COST	FY'79 FIELD SUPPORT (DOLLARS)	FY'79 FLD. SUP. PERS. MOS.	FY'80 PROPOSED LEVEL TOTAL COST	FY'80 PROPOSED LEVEL FIELD SUPPORT (DOLLARS)	FY'80 PROPOSED LEVEL FLD. SUP. PERS. MOS
PROJECT NO. AND NAME									
	500	480	127	750	722	139	250	240	48
TOTAL	-	-	-	-	-	-	-	-	-

FIELD SUPPORT INCLUDES CONTRACTOR CORE COSTS FOR OVERSEAS PROGRAMS, AND PARTICIPANT-RELATED EXPENSES. CONTRIBUTIONS IN CASH OR IN KIND ARE NEGOTIATED WITH HOST GOVERNMENTS WHEN FEASIBLE.

TRAINING OF TRAINERS IN MANAGEMENT
PROJECT NO. 926-11-995-055

PROGRAM: CENTRALLY FUNDED

Project Manager: TO BE DETERMINED

Attachment A

TITLE Participant Training Services	FUNDS Education & Human Resources	Proposed Obligation FY 1980 4,927	Proposed Life of Project Cost 22,229	Init. Oblig. FY 78	Proposed Est. Final Oblig. FY 82 *	Proposed 82* Completion Date
NUMBER Grant [xx] Loan [ ] New [xx] Continuing [ ]	PRIOR REFERENCE	FY 1980 Oblig. Auth. by PP	Life of Project per App. PP		Final Obligation per PP	Completion Date per PP FY

Date of Last Intensive Evaluation: Personnel Intensity: Medium

*Anticipated Indefinite Continuation

Purpose: To carry out programming and placement of participants by contracts and RSSAs hitherto handled by Direct-Hire Personnel.

Background & Progress to Date

Three new contracts and expansion of one to be initiated in FY 1978. See attached FY 1978 Data Sheet for Congressional Notification

Host Country and Other Donor

Host country continues paying most international travel. Participant training coordinated with other donor training.

FY 1980 Program

Funding for four private sector training program contracts and all RSSAs (15-17) to be centrally funded.

Major Impact Countries & Approximate $ Amount

World-Wide

Beneficiaries

1. Participants
2. USAIDs
3. LDCs

Major Outputs	FY 1978 Actual Per Approved PP	Cumulative thru FY 1982 Proposed
Program Planning and Administration of over 2000 participants per year and Supporting Services for 2500 in U.S.	600 participants	4600 under private contracts (78-82) 3700 under RSSAs (79-82) 8300 Total

A.I.D. Financed Inputs ($ Thousands)

1. Services for participants under private sector contracts and expansion of Support Services	2,335
2. Expanded services under RSSAs	2,592
	4,927

Technical Office Support (in person months)

FY	DH	IPA	Consult.	RSSA	Total
1978	64				64
1979	111				111
1980	111				111

	Obligations($000)	Expenditures($000)	Unliquidated($000)	Funding Period	Principal Contractors or Agencies & Contract Number
Through September 30, 1977	-	-	-		Various U.S. Private Sector contractors South-East Consortium for International Development Federal Agencies (U.S.D.A. Labor, etc
Estimated FY 1978	1,602	300	XXXXXXXXXXXXXXXXXXXXXX	5/1/78-4/30/79	
Estimated Through FY 1978	1,602	300	1,300	XXXXXXXXXXXXXXXXXX	
Proposed FY 1979	4,350	3,000	XXXXXXXXXXXXXXXXXXXXXX	5/1/79-4/30/80	
Estimated Through FY 1979	5,952	3,300	2,600	XXXXXXXXXXXXXXXXXX	
Proposed FY 1980	4,927	Future Yr. Obligation	Estimated Total Cost	5/1/80-4/30/81	Interim Project Products Available (i.e., reports, newsletters, etc.)
		11,350	22,229		Quarterly & annual reports semi-annual

PROGRAM:

ACTIVITY DATA SHEET

CP 79-05

TITLE	FUNDS	PROPOSED OBLIGATION (In thousands of dollars)		
Participant Training Services	Education and Human Resources	FY 78	LIFE OF PROJECT Open	
NUMBER 936-1317 GRANT ☒ LOAN ☐ / NEW ☒ CONTINUING ☐	PRIOR REFERENCE	INITIAL OBLIGATION FY 78	ESTIMATED FINAL OBLIGATION FY Open	ESTIMATED COMPLETION DATE OF PROJECT FY Open

Purpose: To provide for the development, planning, implementation, administration and monitoring of participant training and related support services to meet the human resources development needs of developing countries.

Background: The participant training program is the basic process by which knowledge of U.S. technology is transferred to foreign nationals of LDCs. Our experience during the past 30 years has demonstrated that "development is in people." Approximately 200,000 participants have received training under this program.

With the current priorities of A.I.D. and the new directions mandated by the Congress, renewed and innovative efforts are needed to make training more effective as an integral part of development. This project will enable the Agency to carry out its responsibilities for certain training operations under contracts with qualified private organizations. Under this new mode, the Office of International Training will assume a leadership role in shaping technical and philosophical concepts of human resources development. It will also help develop training institutions in the LDCs; provide professional help to regional bureaus and missions in planning human resources development projects; achieve new methods for in-country and third country training; make U.S. training more relevant to LDC needs; emphasize the roles of women in development; and introduce new modes of training to fulfill A.I.D.'s priorities with more inputs from the LDCs.

FY 1978 Program: This project will provide a variety of contract services to facilitate the programming of participants in: 1) development and public administration, 2) population and health, and 3) education. Support services, such as predeparture orientation materials, management workshops, community seminars, entry/exit interviews, and accident/health insurance, will be included.

Beneficiaries: Direct beneficiaries will be those participants whose programs will be managed under the new mode and the LDC projects for which their training is undertaken. Indirect benefits will accrue to the LDCs, missions, and bureaus who will be affected by the new emphasis on human resources development.

Major Outputs: Program planning and administration of training programs for 600 A.I.D.-sponsored participants. Supporting services for 2,500 participants receiving training in the U.S.

A.I.D. Financed Inputs	($ thousands)
Services for 200 Development and Public Administration Participants	372,812
Services for 200 Population and Health Participants	355,124
Services for 200 Education Participants	492,320
Support Services for 2,500 Participants	382,022
Total	1,602,278

This request initiates a program for FY 1978 that the Agency anticipates will go beyond the initial funding year into FY 1979. If additional funds are needed for FY 1979, a program notification change will, at that time, be transmitted to Congress.

U.S. FINANCING (In thousands of dollars)	Obligations	Expenditures	Unliquidated
Through September 30, 1977			
Estimated Fiscal Year 1978			
Estimated through September 30, 1978		300	1,302
		Future Year Obligations	Estimated Total Cost
Proposed Fiscal Year 1978	1.602		

PRINCIPAL CONTRACTORS OR AGENCIES

Various U.S. Private-Sector Contractors

PROGRAM: INTERNATIONAL TRAINING

Country: Worldwide
Project Title: Participant Training Services
Project Number: 936-1317
FY 1978 Reference: None
Appropriation Category: Education and Human Resources
Intended Obligation: $1,602,278

In compliance with the Congressional mandate for A.I.D. to utilize the private sector more fully in development activities and to enable the Office of International Training to fulfill its role as a more effective planning and management resource, A.I.D. intends strengthening elements of its training implementation responsibilities through arrangements with qualified private organizations. This new project will establish a series of viable resources within the U.S. private sector for various participant training services. These will complement a number of similar mechanisms utilizing the special expertise of other Federal agencies to implement participant training involving the public sector.

Initially, the private sector will be utilized to handle approximately 600 participants in the specialized fields of development and public administration, population and health, and academic training. In addition, these private-sector facilities will provide support services for approximately 2,500 participants.

By the end of FY 1978, the private sector will have joined A.I.D.'s efforts in planning and coordinating the human element of development by (1) utilizing and strengthening LDC institutions, (2) providing an expanded resource base in understanding the need for a greater relevance to development needs, (3) emphasizing the role of women in development, and (4) focusing on efforts to benefit the poor majority.

PROGRAM: CENTRALLY FUNDED

Project Manager: ROBERT W. LANDRY

Attachment A

TITLE - United Nations Fellows Training Services from Other Agencies	FUNDS - Selected Development Activities	Proposed Obligation FY 1980 2,150,000	Proposed Life of Project Cost-Continuing	Init. Oblig. FY 76	Proposed Est. Final Oblig. FY-continuing	Proposed-continuing Completion Date
NUMBER Grant [X] Loan [ ] New [ ] Continuing [X]	PRIOR REFERENCE CP-79A, page 1024	FY 1980 Oblig. Auth. by PP N/A	Life of Project per App. PP-Continuing		Final Obligation per PP-continuing	Completion Date per PP FY-Continuing

Date of Last Intensive Evaluation: -- Personnel Intensity: Low

Purpose: To provide reimbursement of costs incurred by federal agencies which are providing assistance in the training of United Nations and specialized agencies Fellows within the U.S. Government. UN Fellows are essentially similar to A.I.D. participants or trainees.

Background & Progress to Date: In 1949, the U.S. Delegate to the United Nations, along with delegates from other countries pledged their countries' assistance in the training of UN Fellows. This was interpreted by the United States to be the absorption of costs incidental to the administration and management of these programs by participating federal agencies. These costs were assumed by A.I.D. through participating agency agreements which were primarily arranged with these same agencies for the training of A.I.D. participants. Six major federal agencies are involved; the two most used being the Departments of Labor and Agriculture. Average reimbursement to these agencies amounts to $350 per person month of training.

Host Country and Other Donor: The United Nations and its specialized agencies are responsible for all other costs incurred such as training fees or tuition, living allowances, travel, insurance, books, etc.

FY 1980 Program: 1,000 to 1,200 UN Fellows to be trained.

Major Impact Countries & Approximate $ Amount:
Worldwide

Beneficiaries: The project provides assistance to all UN Fellows who are programmed through U.S. federal departments and agenceis. It is primarily directed to the development of talents required for accelerated social and economic development programs supported by the United Nations and its specialized agencies, primarily through the UNDP.

Major Outputs: 2,400 or more UN Fellows have been trained since FY 1976.

A.I.D. Financed Inputs: RSSA Agreements for approximately 5,200 person months of training.

Technical Office Support (in person months)

FY	DH	IPA	Consult.	RSSA	Total
1978	4				4
1979	4				4
1980	4				4

	Cumulative	
	FY 1978 Actual	Proposed Per Approved PP
	About 1,000 participants	On target with previous estimates
	($ thousands)	
	$2,150	

	Obligations($000)	Expenditures($000)	Unliquidated($000)	Funding Period	Principal Contractors or Agencies & Contract Number N/A
Through September 30, 1977	2,833	2,336	497	10/1/76-9/30/77	Department of: Agriculture, Labor, Treasury, Commerce, Transportation, and HEW.
Estimated FY 1978	1,700	1,347	XXXXXXXXXXXXXXXXXXXXXX	10/1/77-9/30/78	
Estimated Through FY 1978	4,533	3,683	850	XXXXXXXXXXXXXXXXXX	
Proposed FY 1979	1,700	1,400	XXXXXXXXXXXXXXXXXXXXXX	10/1/78-9/30/79	
Estimated Through FY 1979	6,233	5,083	1,150	XXXXXXXXXXXXXXXXXX	
Proposed FY 1980	2,150	Future Yr. Obligation	Estimated Total Cost	10/1/79-9/30/80	Interim Project Products Available (i.e., reports, newsletters, etc.)
		4,965 thru FY 81	13,348 thru FY 81 (continuing)		Quarterly and annual reports.

PROGRAM: CENTRALLY FUNDED

Project Manager: TO BE DETERMINED

Attachment A

TITLE - Development Training Approaches		FUNDS-Educ. & Human Resources Development	Proposed Obligation FY 1980 - 1,200	Proposed Life of Project Cost - 4,100	Init. Oblig. FY- 79	Proposed Est. Final Oblig. FY - 83*	Proposed - 83* Completion Date
NUMBER Grant [X] Loan [ ]	New [X] Continuing [ ]	PRIOR REFERENCE --	FY 1980 Oblig. Auth. by PP --	Life of Project per App. PP		Final Obligation per PP	Completion Date per PP FY

Date of Last Intensive Evaluation: -- Personnel Intensity: Medium

anticipated
*Continuing project

Purpose: To make training more effective as an integral part of development to put more emphasis on improving the conditions of life in LDC.

Background & Progress to Date: The upgrading of various key skills of LDC nationals in professional and technical fields has so far been principally guided by Western standards. Participants often are not fully aware of in-country realities and do not identify with fellow men who cannot cope. Beyond a sense of civic responsibility, they must be shown how to heighten the pertinence of their training.

FY 1980 Program: A series of Development Training Institutes which will have been preceded by pilot models and feasibility studies in FY-79, will be initiated, stressing multi-disciplinary, fully integrated approaches in training for development and in meeting LDC needs.

Major Impact Countries & Approximate $ Amount

Worldwide

Beneficiaries: Participants, LDCs.

Major Outputs	Proposed FY 1980
Model programs	
Practical Training Institutes	4
Trained Participants (to be determined - several hundred a year when fully operative)	

A.I.D. Financed Inputs	($ Thousands)
Formulating Training Models	350
Short Term Practical Training	350
Initiation of Institutes	500

FY	DH	IPA	Consult	RSSA	Total
1978					
1979	24				24
1980	36				36

	Obligations($000)	Expenditures($000)	Unliquidated($000)	Funding Period	Principal Contractors or Agencies & Contract Number
Through September 30, 1977	--	--	--		TO BE DETERMINED
Estimated FY 1978	--	--	XXXXXXXXXXXXXXXXXXXXX		
Estimated Through FY 1978	--	--	--	XXXXXXXXXXXXXXXXX	
Proposed FY 1979	350	300	XXXXXXXXXXXXXXXXXXXXXX	10/1/78-9/30/79	Interim Project Products Available (i.e., reports, newsletters, etc.)
Estimated Through FY 1979	350	300	50	XXXXXXXXXXXXXXXXX	
Proposed FY 1980	1,200	Future Yr. Obligation 2,550	Estimated Total Cost 4,100	10/1/79-9/30/80	Contractor's Periodic Reports

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

To Be Completed By Originating Office

1. TRANSACTION CODE: [A] A = Add, C = Change, D = Delete

PID

2. DOCUMENT CODE: 1

3. COUNTRY/ENTITY: DS/IT Worldwide

4. DOCUMENT REVISION NUMBER:

5. PROJECT NUMBER (7 digits):

6. BUREAU/OFFICE: A. Symbol: DS/IT; B. Code:

7. PROJECT TITLE (maximum 40 characters): Development Training Approaches

8. PROPOSED NEXT DOCUMENT: A. [3] 2 = PRP, 3 = PP; B. DATE MM YY

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION: a. INITIAL FY; b. FINAL FY

10. ESTIMATED COSTS ($000 or equivalent, $1 =)

FUNDING SOURCE	[illegible]
a. AID Appropriated	4,100
b. OTHER U.S. 1.	
2.	
c. Host Country	
d. Other Donor(s)	
TOTAL	4,100

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (SCCO)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE C. Grant	PRIMARY TECH. CODE D. Loan	E. FIRST FY 79 F. Grant	E. FIRST FY 79 G. Loan	LIFE OF PROJECT H. Grant	LIFE OF PROJECT I. Loan
(1) EHR		X		350		4,100	
(2)							
(3)							
(4)							
			TOTAL	350		4,100	

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

13. SPECIAL CONCERNS CODES (maximum six codes of four positions each)

14. SECONDARY PURPOSE CODE

15. PROJECT GOAL (maximum 240 characters)

To increase effectiveness of contribution to development of LDC's by AID-sponsored participants.

16. PROJECT PURPOSE (maximum 480 characters)

Creating centrally funded development training institutes to increase effectiveness of participant training for long term participants and to develop model short-term practical training approaches.

17. PLANNING RESOURCE REQUIREMENTS (staff/funds)

24 P/M Professional Support Staff. FY-79 - feasibility, pilot models for institutes-expert advisory group to assist in development planning. Increased in FY-80.

18. ORIGINATING OFFICE CLEARANCE

Signature:

Title: James A. Goodman, Director
Office of International Training

Date Signed: MM DD YY

19. Date Document Received in AID/W, or for AID/W Documents, Date of Distribution: MM DD YY

AID 1330-2 (3-76)

PROJECT IDENTIFICATION DOCUMENT

Development Training Approaches

1. Project Purpose

To make training more effective as an integral part of development, institutes are proposed for AID-sponsored trainees - both academic and technical - to improve their effectiveness and improve their utilization in contributing to their country's development efforts. In order to provide them with the understanding and outlook necessary to apply their skill to improving the condition of life at home, the institutes are to create awareness and instill practical guidance, a comprehensive understanding of the role the capable individual needs to play in applying special competences within the context of the local situation. The goal is to inculcate an appreciation of the complexities that must be addressed and an awareness of the art of communication or transmission of ideas so as to achieve the multiplier effect from the training.

2. Problem to be Solved

During the more than 25 years of AID-sponsored human resource development assistance, considerable expertise has evolved that ensures efficient and effective professional and technical upgrading of foreign nationals' skills in various areas. This upgrading is more often than not in terms of Western standards. There is considerably less assurance that adequate emphasis has been given to the applicablility of this know-how to the conditions and requirements back home in the LDC.

The focus for academic participants especially is often attuned solely to traditional professional career objectives. The foreign technician, too, tends to isolate the particular from the general. Those selected for the participant program usually survive the filtering-out process thanks to special opportunities throughout their youth. Consequently, identification of this group with those who cannot cope does not come about automatically. They often are not fully cognizant of in-country realities. Not only does concern for fellow man need to be instilled and a sense of civic responsibility accepted, but the approach on how to accomplish a professional/technical contribution without destroying incentives, including opportunity for personal progress, must be learned.

Neither is this project cast to focus on a new and separate target group. Its unequivocal purpose is to strengthen, to increase the effectiveness of the support participant training contributes to the Development Assistance Plan. The intent of this project proposal, therefore, is to heighten the pertinence of the training experience toward greater applicability to LDC requirements. Beyond professional recognition and success, the principal guides for the returning participant are effectiveness in contributing toward advancing the aspirations of fellow man, the meeting of basic human needs and a contribution to raising the lot of the disadvantaged. In order to minimize unrest, the serve essential needs, all those capable of contributing talent and know-how must become constructively involved.

3. Development Training Institutes

The institutes will stress multi-disciplinary, fully integrated approaches in training for development and in meeting LDC research specifics. Agriculture, for example, will be shown in relationship to other developmental sectors and vice versa. Leadership, the roles of women, environmental considerations, the dynamics of community life, inter-personal relations and management skills will be given particular attention. The institutes will emphasize the practical, innovative training, new models that lend themselves readily to replication. "Hands-on" provisions will bring A.I.D. technical staffers into working relationships with the participants, using the full DSB resources and regional expertise as well.

It is planned that these institutes will be relatively short, say four to six weeks, imaginative, strong on common sense and practicality with appropriate inter-actions in field-type settings. Institutional training tracks are to emphasize ways to involve private resources, utilize and strengthen LDC institutions, emphasize developmental relevance and the role of women, and benefit the poor majority. At the outset, they will all be in the U.S. The possibility of adaptation for overseas will be carefully assessed.

4. Beneficiaries

The beneficiaries will not only be the participants, the immediate recipients of this training experience, but the LDC countries themselves whose own development projects and efforts will be strengthened.

5. Issues to be Resolved

The institutes program content, their locations, duration, timing and costs are factors critical tothe success of this effort and must be carefully considered in order to secure growing participation and host country and USAID support.

6. Project Initiation

It is proposed that:

a. DS/IT be authorized to select qualified academics and others intimately familiar with training needs of LDC nationals and LDC conditions to advise on shape/format, content of and approach to these programs.

b. Feasibility studies and institute models be developed in FY 1979.

c. Development and initial use of the institutes to be funded in FY 1980.

7. Regional Bureaus

Pertinent elements of Regional Bureaus are to be invited to participate, not only in the formulation of this program along with other DS technical staff, but also in the implementation phase.

8. Staff

Two human resource development specialists with administrative support would process the selection and organization of the advisory committee and giving it staff support and launching the necessary studies. Contract development negotiations would follow and then the establishment and initial use of the institutes in the second year.

9. Budget

Preliminary estimates are primarily for feasibility studies and pilot models, involving limited participation of resource institutions, plus advisory committee expenses. For FY 1979, an allocation of about $350,000 will be sought. Some of this might be sought from DSB Program Development Support funds. For FY 1980, developmental costs for an anticipated four-track institute system are expected to require funding at the $1,200,000 level.

While future years will benefit from the program development investment, increased participation and inflation will absorb some of the saving. For budgetary planning purposes, $850,000 each year for the ensuing three years is foreseen.

10. Future

This project is foreseen as a continuing effort, subject to evaluation and up-dating at appropriate intervals. The end product should be a generation of more sensitive, more development-oriented participants, readier to fulfill their functions in projects at home.

SUPPORT SERVICES DIVISION

A. LONG RANGE GOAL

The long-range goal of the Support Services Division is (1) to provide essential support of necessary administrative aspects of the Participant Training Program (such as insurance, escorts and interpreters and statistical data) and (2) to manage a number of important complementary and supporting elements of the training program (such as orientation, Mid-Winter Seminars, English language, and community services).

B. MAJOR OBJECTIVES

Assuming the major change in mode of operations and the resultant changes in DS/IT's other divisions, the Support Services Division, though smaller will have increased responsibility. It too will undergo changes from direct provision of essential services to management of a number of contracts.

Priority decisions will have to be made as to which complementary and supporting activities are no longer required, which are required and what portion of the latter can be contracted out. This process is not new and the change will be one of degree, not kind. The major new requirement will be to relate essential on-going support activities to the new mode of implementing the primary training programs and managing new contracts.

C. RELATIONSHIPS

As with the two other divisions, Support Services will relate to DS offices and other Bureaus in a number of ways. Every effort will be made to ensure uniform agency practice on such essential matters as training allowances, travel regulations, health insurance for participants, basic information from Missions and Bureaus on contract-type participants for accurate reporting to the Executive Branch and to Congress.

D. ALTERNATIVES

The range of supporting services and activities is so great as to require individual, rather than blanket review of all the division activities. None can be simply eliminated without evaluative review and this is being done in a number of cases. (COSERV & NAFSA, for example, in the centrally funded budget.) Many of the activities are already contracted out; some have been handled by direct hire personnel in the past.

E. ACCOMPLISHMENTS

Evaluations to date and those scheduled will have considerably strengthened the offices relationship with important segments of the university and community groups which assist A.I.D. participants. The division, while slowly reducing its numbers through attrition, is still maintaining essential support projects and in-house activities (statistics, counseling, requests for information, insurance and academic credential analysis).

F. ALTERNATIVE FUNDING AND PERSONNEL LEVELS

Any wholesale abolition of funding for the staff and existing complementary projects and activities would cause a near breakdown of important links in what is truly an integrated office-wide program. Continuation at the assumed "current level" is really a minimum, and replacement of retiring or transferring individuals is necessary to hold the line, while individual projects are reassessed. The elements reflected directly in the DS/IT central budget are continued support of the reception of participants at ports of entry, of the hospitality services to participants by community groups throughout the nation and of the national office for foreign student advisers and others on university campuses. Continuation of these activities is important, but no expansion is proposed at this time.

To summarize, the main issue facing the division will be retention of enough competent staff to continue essential complementary activities and support services, while changing its mode of dealing with some of them and dropping those not found essential, a process which should be completed by FY 1980.

TABLE V - PROPOSED PROGRAM RANKING

TRANSACTION CODE: | DECISION UNIT: 011 | BUREAU CODE: | NAME OF DECISION PACKAGE SET: DS/IT/SS

RANK	DECISION PACKAGES/PROGRAM ACTIVITY/SUPPORT ITEM DESCRIPTION	APPROP ACCT	RESOURCE REQUIREMENTS: PERSONNEL INTENSITY	WORKYEARS (XX.X) FUNDED FROM OPERATING EXPENSES AID	TDY	PROGRAM ACCOUNT	PROGRAM FUNDING (000) INCREMENT	CUMULATIVE
					Days	Person/yrs		
	DS/IT/SS (CENTRALLY FUNDED PROJECTS - FY 1980)							
	Division Package - Minimum							
10.	0071 Training Evaluation and Support Services (Activities - Reception and Community Services, Coordination of Services to Academic Participants-NAFSA, and Evaluation of Participant Training)	EH	Med.	--	10	2.3	650	8,827
11.	New-FY79 Participant Training Services (Activity - Expansion of WIC)	EH	Med.	--	--	1.0	425	9,252
	Division Package - Current							
	None							
	Division Package - Proposed							
12.	New-FY79 Participant Training Services (Activity - Expansion of WIC)	EH	Med.	--	--	--	40	9,292

AID [illegible] (3-77)

OFFICE: DS/IT/SS

Attachment B-5

FY 1978 WORKFORCE ALLOCATION TABLE

(In Person-Months)

WORK CATEGORY	Project Title	FY 78 OYB ($000)	STAFF Sec.	Clerk Typist	Div. Chief SS	SS Staff	Total
Field Support			-	-	2	12	14
Technical Representation			-	-	1	36	37
Administrative			-	-	5	48	53
Clerical Support			12	-	-	24	36
Program Management			-	-	4	48	52
	Training Evaluation and Support Services-Multiple Activities 3/						
	Reception and Community Services	300			(1)	(12)	(13)
	Coordination of Services to Academic Participants (NAFSA)	150			(1)	(12)	(13)
	Evaluation of Participant Training	200			(1)	(12)	(13)
	Participant Training Services - expansion of one existing contract (WIC)	382			(1)	(12)	(13)
Total		1,032	12	-	12	168	192

3/ These multiple activities are all part of the Training Evaluation and Support Services Project.

OFFICE: DS/IT/SS

FY 1979 WORKFORCE ALLOCATION TABLE

(In Person-Months)

WORK CATEGORY	Project Title	FY 79 CP ($000)	STAFF Sec.	Clerk Typist	Div. Chief SS	SS Staff	Total 5/
Field Support			-	-	2	12	14
Technical Representation			-	-	1	24	25
Administrative			-	-	6	24	30
Clerical Support			12	-	-	24	36
Program Management			-	-	3	36	39
	Participant Training Services						
	Expansion of WIC	425			(1)	(12)	(13)
	Training Evaluation and Support Services-Multiple Activities 4/						
	Reception and Community Services	290			(.50)	(6)	(6.5)
	Coordination of Services to Academic Participants (NAFSA)	160			(.50)	(6)	(6.5)
	Evaluation of Participant Training	200			(1)	(12)	(13)
Total		1,075	12		12	120	144

4/ These multiple activities are all part of the Training Evaluation and Support Services Project.

5/ The total workforce allocation for this division will be reduced by two (from the FY 1978 total) FTEPPs through realignment of staff beginning in FY 1979.

OFFICE: DS/IT/SS

Attachment B-1

FY 1980

WORKFORCE ALLOCATION BY ZBB FUNDING LEVEL

(In Person Months)

BASE Work Categories	Project Title	$(000) Increment	$(000) Project Aggr.	Sec.	Clerk Typist	Div. Chief SS	SS Staff	Total
Field Support	N.A.	N.A.	N.A.	-	-	2	12	14
Technical Representation	"	"	"	-	-	1	24	25
Administrative	"	"	"	-	-	6	24	30
Clerical Support	"	"	"	12	-	-	24	36
Program Management	"	"	"	-	-	3	36	39
Subtotal Base				12	-	12	120	144
Field Support	N.A.	N.A.	N.A.	-	-	2	12	14
Technical Representation	"	"	"	-	-	1	24	25
Administrative	"	"	"	-	-	6	24	30
Clerical Support	"	"	"	12	-	-	24	36
Program Management	"	"	"	-	-	3	36	39
Participant Training Services								
Expansion of WIC		465	465			(1)	(12)	(13)
Training Evaluation and Support Services								
Multiple Activities Reception and Community Services		290	290			(.50)	(6)	(6.5)
Coordination of Services to Academic Participants-NAFSA		160	160			(.50)	(6)	(6.5)
Evaluation of Participant Training		200	200			(1)	(12)	(13)
Subtotal Minimum		1,115	1,115	12	-	12	120	144
Field Support	N.A.	N.A.	N.A.	-	-	2	12	14
Technical Representation	"	"	"	-	-	1	24	25
Administrative	"	"	"	-	-	6	24	30
Clerical Support	"	"	"	12	-	-	24	36
Program Management	"	"	"	-	-	3	36	39
Participant Training Services								
Expansion of WIC		0	465			(1)	(12)	(13)
Training Evaluation and Support Services								
Multiple Activities Reception and Community Services		0	290			(.50)	(6)	(6.5)
Coordination of Services to Academic Participants-NAFSA		0	160			(.50)	(6)	(6.5)
Evaluation of Participant Training		0	200			(1)	(12)	(13)
Subtotal Current		0	1,115	12	-	12	120	144
Field Support	N.A.	N.A.	N.A.	-	-	2	12	14
Technical Representation	"	"	"	-	-	1	24	25
Administrative	"	"	"	-	-	6	24	30
Clerical Support	"	"	"	12	-	-	24	36
Program Management	"	"	"	-	-	3	36	39
Participant Training Services								
Expansion of WIC		0	465			(1)	(12)	(13)
Training Evaluation and Support Services								
Multiple Activities Reception and Community Services		0	290			(.50)	(6)	(6.5)
Coordination of Services to Academic Participants-NAFSA		20	180			(.50)	(6)	(6.5)
1/ Evaluation of Participant Training		(-20)	180			(1)	(12)	(13)
Total Proposed		0	1,115	12	-	12	120	144

1/ This activity is being decreased by $20,000 and the NAFSA activity is being increased by $20,000 for a net difference of zero.

PROGRAM: CENTRALLY FUNDED

Project Manager: Elizabeth McLaughlin

Attachment A

TITLE Training Evaluation and Support Services	FUNDS Educ. and Human Resources Development	Proposed Obligation FY 1980 - 765	Proposed Life of Project Cost 3257	Init. Oblig. FY 77	Proposed Est. Final Oblig. FY - 81 *	Proposed Completion Date *
NUMBER Grant [X] Loan [ ] New [ ] Continuing [X]	PRIOR REFERENCE 79 CP, Annex A, P-1006	FY 1980 Oblig. Auth. by PP	Life of Project per App. PP N/A		Final Obligation per PP	Completion Date per PP FY N/A

Date of Last Intensive Evaluation: Personnel Intensity: Medium

*This project is foreseen as continuing indefinitely.

Purpose: To increase the effectiveness of the A.I.D. Participant Training Program and to evaluate the participants total U.S. training experience to that end.

Background & Progress to Date: The specific activities to date are: (1) reception and community services provided jointly with the International Communication Agency; coordination of services for academic participants; evaluation of contractual services and resource; collaboration with educational institutions and other private sector resources to strengthen training programs. All but the latter have been in existence for many years.

Host Country and Other Donor: 90 volunteer community organizations throughout the U.S., self-supporting members of COSERV, have nearly 100,000 citizen volunteers who provide community contacts and services to A.I.D. participants and other foreign visitors. The community section of NAFSA is affiliated with universities in which A.I.D. students are enrolled. Thousands of volunteers provide similar free services to academic participants.

FY 1980 Program: The FY 1980 Program will continue the activities described in the FY 79 Congressional Presentation and add post-training follow-up.

Major Impact Countries & Approximate $ Amount

World-wide

Beneficiaries: A.I.D. participants from developing nations.

Major Outputs	Thru FY 1978 Actual Per Approved PP	Cumulative thru FY-81 Proposed
Participants met at Ports of Entry	3,400	9,200
Community Organizations serving Participants	90	95
Academic Participants served	8,500	20,000
Evaluation Reports	15	30

A.I.D. Financed Inputs	($ Thousands)
Reception and Community Services	290
Coordination of Services to Academic Participants	180
Evaluation of Participant Training	180
Collaboration with Training & Public Leaders	50
Post-Training Follow-up	65

Technical Office Support (in person months)

FY	DH	FY	DH	IPA	Consult.	RSSA	Total		
1978	42	1980	-	-	-	-		1978	42
1979	29		41	-	-	-		1979	- 29
								1980	- 41

	Obligations($000)	Expenditures($000)	Unliquidated($000)	Funding Period	Principal Contractors or Agencies & Contract Number Several
Through September 30, 1977	342	213	129	10/1/76-9/30/77	Intl. Communication Agency, Nat.
Estimated FY 1978	700	525	XXXXXXXXXXXXXXXXXXXXXX	10/1/77-9/30/78	Assoc. for Foreign Student Affairs,
Estimated Through FY 1978	1,042	738	304	XXXXXXXXXXXXXXXXXX	Meridian House Intl. COSERV, Group
Proposed FY 1979	700	650	XXXXXXXXXXXXXXXXXXXXXX	10/1/78-9/30/79	Seven Assoc., Private Sector Resources
Estimated Through FY 1979	1,742	1,388	354	XXXXXXXXXXXXXXXXXX	Interim Project Products Available
Proposed FY 1980	765	Future Yr. Obligation	Estimated Total Cost	10/1/79-9/30/80	(i.e., reports, newsletters, etc.)
		750	3,257		

FIELD SUPPORT

($000)

PROJECT	FY'78 TOTAL COST	FY'78 FIELD SUPPORT (DOLLARS)	FY'78 FLD. SUP. PERS. MOS.	FY'79 TOTAL COST	FY'79 FIELD SUPPORT (DOLLARS)	FY'79 FLD. SUP. PERS. MOS.	FY'80 PROPOSED LEVEL TOTAL COST	FY'80 PROPOSED LEVEL FIELD SUPPORT (DOLLARS)	FY'80 PROPOSED LEVEL FLD. SUP. PERS. MOS.
PROJECT NO. AND NAME-POST TRAINING FOLLOW UP	--	--	--	--	--	--	65,000	45,000	4
TOTAL	-	-	-	-	-	-	-	-	-

Community Services (COSERV)

Project objective is to provide opportunities for AID participants in the U.S. to enjoy hospitality with American families, to participate in community social and cultural activities, to observe citizen participation in civic affairs, and to meet leaders in their professional fields. Approximately 90 volunteer organizations throughout the United States, which are members of the National Council for Community Services to International Visitors (COSERV), provide these services to AID participants and other foreign visitors free of charge.

While none of the funds for this project are allocated to the voluntary community organizations, this project budget supports 4 staff positions and other administrative costs of the headquarters staff located at Meridian House in Washington, D.C.; as well as transportation and subsistence for travel of staff, the Board of Directors, Executive and other Committees; program development activities such as workshops, consultant visits and regional conferences. Every third year the budget provides funds for a national conference in Washington, D.C.

The grant made to COSERV for these purposes by the International Communications Agency is shared equally by A.I.D. on a reimbursable basis by Memorandum of Agreement.

PORTS of ENTRY RECEPTION SERVICES 4/11/78

The objective of this project is to meet participants at three Ports of Entry and assist them with health, immigration and customs formalities and with onward travel to their U.S. training destination, or to their orientation program in Washington, D.C. These services are provided in Miami, New York and Honolulu by personnel of the Department of State Reception Centers' personnel. Arrival information is sent to DS/IT and the Washington International Center.

For FY-80, it is anticipated that nine of the total thirty-four positions will be funded by AID at a cost of $165,000. representing 16% of AID's total share. Funding is provided on a reimbursable basis to the International Communication Agency by a Memorandum of Agreement.